

## San Jose City College

### Program Viability Review Procedure

#### Background and Purpose

The Program Viability Review (PVR) Procedure for San Jose City College is established as authorized by Board of Trustees of the San Jose /Evergreen Community College District.

The Policy defines terms, stipulates appropriate criteria and evidence, and sets other parameters used in this Procedure.

Program suspension or discontinuance should occur only after serious deliberation. A program should be discontinued after all recommended intervention strategies have been implemented. Therefore, the Program Viability Review Procedure also provides criteria and guidelines for the revitalization of programs as an alternative to suspension or discontinuance. The ultimate purpose of the PVR Procedure is to provide a thorough and equitable process to assess weak or nonproductive programs and to determine an appropriate course of action.

This Procedure is concerned only with instructional programs defined in Title 5, section 55000(g) as follows: "an organized sequence of courses leading to a defined objective, a degree, a certificate, a diploma, a license, or transfer to another institution of higher education." An instructional program may also include programs in which selected knowledge or skills are acquired.

#### Stages of the Program Viability Review Procedure

1. Initiation of the Procedure
2. Appointment of a Program Viability Review Committee
3. Determination of Criteria and Collection of Evidence
4. Evaluation of Evidence in Accordance with Criteria
5. Determination of Possible Courses of Action, Development of Recommendations, Reports, Plans, and Timelines
6. Decisions and Actions

The outcome of the Program Viability Review will be the selection of the most appropriate course of action described as follows:

- a. **Continuance:** recommendation to continue without any specific requirements for changes to the program. No timeline is needed.
- b. **Revitalization:** recommendation to continue with qualifications. A plan will be developed to revitalize the program through the use of specific interventions designed to improve its viability. A timeline will be created to accomplish goals agreed upon by discipline faculty with input of other involved parties

- c. **Suspension:** recommendation that a program be suspended for one to three years.
- d. **Discontinuance:** declare the program obsolete and create a plan that respects the needs of students currently enrolled in the program and fulfills contractual obligations to faculty and staff.

### **Expedited Process**

Each stage of the Program Viability Review Procedure includes provisions for an expedited process to be used if a program is under immediate threat due to damage or loss of suitable facilities, loss of or inability to replace sufficiently qualified employees, actual loss of accreditation, dire financial emergency, or other conditions.

### **Conditions under which the Full Program Viability Review Procedure is not needed**

Departments may revitalize, suspend, or discontinue a program without the full PVR Procedure if ALL of following conditions are met:

- No department will cease to exist as a result of the suspension or discontinuance.
- The appropriate dean, department coordinator, and a majority of departmental faculty support the revitalization, suspension, or discontinuance of the program.

In these cases, the Expedited Process will be followed as described for each of the six stages of the Procedure.

### **Stage 1: Initiation of the PVR Procedure**

Any person (student, faculty, administrator, or staff) may contact the Vice President of Academic Affairs (VPAA) with a request to activate the PVR Procedure. The VPAA, in consultation with the Academic Senate President, will convene a Program Viability Review Committee. The VPAA and the Academic Senate President may jointly deny a request to initiate a PVR procedure.

The criteria for initiating the PVR procedure is based on one of the following ten criteria for program discontinuance listed in the current edition of the *Program and Course Approval Handbook (PCAH)* published by the California Community Colleges Chancellor's Office.

- 1. The goals and objectives of the Program are no longer appropriate to the Mission of San Jose City College, nor congruent with its Strategic Plan.**
- 2. The Program no longer meets industry needs, lacks demand in the current job market, and is not considered an emerging industry or career field.**
- 3. Program curriculum no longer aligns with current four-year college/university transfer majors or General Education requirements.**
- 4. The Program does not meet curriculum standards as defined by Title 5 §55100.**
- 5. There are insufficient resources to realistically support the Program at a sufficient level of quality, including qualified personnel, adequate facilities, supplies, and equipment.**

6. The Program has experienced continued low or declining enrollment (55% of class max or less) for a sustained period of time (generally four or more semesters).
7. The Program demonstrates low student persistence and completion rates.
8. The Program has been determined to be out of compliance with existing state or federal laws, i.e. Title 5 §55130(d), or licensing laws in particular occupations.
9. The Program duplicates other career technical training programs in the area.
10. The Program was funded by outside resources that are no longer available.

### **Stage 1: Expedited Process**

Same as the full PVR Procedure.

### **Stage 2: Appointment of a Program Viability Review Committee**

The Program Viability Review Committee is an ad hoc committee convened under the authority of the VPAA and the Academic Senate President. It will be composed of the following:

- The Division Dean over the program under review (or designee)
- Three faculty members randomly selected from within the discipline
- An additional faculty member appointed by the Academic Senate who is not a member of the division in question
- A faculty member with in-depth knowledge of the contractual rights of faculty and staff
- The Articulation Officer as representative of the Counseling Division and the IPCC
- A classified staff member will be appointed to the committee, if a substantial number of classified staff serve the program under review
- A researcher will serve as a resource (non-voting) member
- Two students connected to the program will be appointed as non-voting members, if possible

Faculty proposed for committee membership must be approved by the Academic Senate.

It is expected that each constituent group make a diligent effort to provide members as stipulated in the PVR Procedure. If, within 20 working days of the request for committee membership, a constituency cannot fill its quota, the committee will proceed as planned.

The Chair of the Committee, selected by majority vote of the members, will provide all members with copies of the PVR Policy and Procedure, applicable legal, licensing, and accreditation requirements and other relevant documents, such as the *Program and Course Approval Handbook* and *Program Discontinuance: A Faculty Perspective Revisited*. It is the responsibility of committee members to familiarize themselves with these documents.

The PVR Committee will draw up an outline and timeline of its work with dates for the completion of all stages of the PVR Procedure. Its progress will be monitored through the submission of reports and other data to the VPAA and Academic Senate President, as requested.

### **Stage 2: Expedited Process**

A smaller PVR Committee may be appointed, consisting of:

- The Dean of the program under review (or designee)
- A faculty member from the division under review
- An additional faculty member appointed by the Senate who is not affiliated with the division under review

The timeframe for committee formation and monitoring process will be the same as for full PVR Procedure.

### **Stage 3: Determination of criteria and collection of evidence to be used by the Program**

#### **Viability Review Committee**

In addition to the general criteria established by the PVR Policy (see PVR Procedure Stage 1), the Committee will determine unique criteria for the evaluation of the particular program under review. The Committee will collect ample qualitative and quantitative evidence and data best suited for addressing the criteria as a basis for making informed recommendations.

Evidence for the PVR Procedure shall incorporate the following as appropriate:

- Recent Comprehensive or Annual Program Review reports
- Evidence of student learning, including program SLO assessment
- Student achievement data, such as completion, persistence, retention, and success rates
- Productivity data, such as FTES per FTEF
- Participation of underserved students in the program
- Evidence of workforce demand and/or advisory committee recommendations
- Evidence of impact on other programs
- Evidence of student satisfaction
- Other types of information recommended by the Academic Senate or appropriate constituency groups

In addition to documentary evidence, PVR Committee will include input from all parties potentially affected by its recommendations. These include faculty, staff, administrators, students, employing businesses and industry, and the community. There must be at least one well publicized, open meeting for the PVR Committee to hear from students, faculty, college employees, and the community.

### **Stage 3: Expedited Process**

The smaller PVR Committee must determine criteria to adequately evaluate the program under review. The Committee may collect a more basic set of evidence to address the criteria. There must be at least one well publicized, open meeting for the PVR Committee to hear from students, faculty, college employees, and the community.

### **Stage 4: Evaluation of evidence in accordance with criteria**

After an initial examination of the criteria and evidence, the PVR Committee will select a method for making its determination. The Committee may choose to create a rubric, or it may conduct assessments of the evidence in accordance with the criteria. The Committee will document the method chosen for making its determination before beginning deliberations.

#### **Stage 4: Expedited Process**

The smaller PVR Committee will discuss the evidence and decide on an appropriate provisional recommendation.

#### **Stage 5: Determination of Possible Courses of Action; Development of Recommendations, Reports, Plans, and Timelines**

The PVR Committee will conclude the process by drafting a provisional recommendation for the most appropriate course of action for the program under review. It will prepare a report that identifies the major factors that led to the recommendation, including its findings and suggested plans and timelines. The determination process (including a rubric, if used) and the evidence examined will be included. Furthermore, the Committee will document the opportunities provided for input from all parties potentially affected by the recommended course of action and will summarize the information received.

The Committee will complete these tasks within one calendar year of its formation. It will submit regular reports to the VPAA and Academic Senate President in accordance with its established outline of work and timeline.

Courses of action of the Program Viability Review Procedure include the following:

#### **Provisional recommendation of continuance**

A program may be recommended to continue without any specific requirements for changes to be made. No timeline is needed.

#### **Provisional recommendation of revitalization**

A program may be recommended to continue with qualifications. These may include, but are not limited to, specific interventions designed to improve the viability and responsiveness of the program. The findings of the PVR Committee will include a written plan articulating intervention strategies, expected outcomes, and a corresponding timeline.

Examples of Program Revitalization interventions may include:

- A plan of action to enhance the performance and effectiveness of an existing program, discipline or department, which could include training or professional development for faculty and or staff

- The restructuring of an existing program, discipline or department for greater effectiveness, including the joining of smaller departments into a large one, or the division of a large program into smaller ones
- The combining of an SJCC program with an EVC program and/or its relocation to the EVC campus
- The development of a new program from an existing one
- Outreach projects to recruit new students
- Development or revision of curriculum
- Creation of articulation agreements
- The introduction of a certificate to signify completion of a course of study
- Modification of scheduling of courses
- Investment in updated equipment or facilities

Any substantial program change must be approved through regular channels as applicable, e.g. modifications to curriculum must gain approval through the curriculum process.

After the specified revitalization period is completed, the program will be reviewed on a regular program review cycle by means of a completed and proficient annual or comprehensive program review report.

### **Provisional recommendation of suspension**

A program may be recommended for a one to three- year temporary suspension. A program may not be suspended indefinitely, but must be revived at the end of the specified time period. The recommendation report must include the criteria and evidence used to arrive at the decision.

Examples or reasons for the temporary suspension may include, but are not limited to:

- Safety issues
- Damage or loss of suitable facilities
- Lack of qualified faculty
- Regulatory suspension
- Lack of funding resources
- Lack of adequate equipment

The Recommendation Report for Program Suspension shall also include the following:

- An action plan to remedy the conditions that caused the program suspension, such as efforts to hire qualified staff, construction design, purchasing plans, budgetary data, etc.
- An impact report explaining how program suspension will affect students, faculty, staff, and the community
- A detailed plan and timeline for program suspension with the least impact on students, faculty, staff, and the community
- Recommendations for how students currently enrolled in the program can continue their studies or meet their educational objectives through alternative means

- The requirements of collective bargaining for faculty and staff, including application of policies for reduction in force and opportunities for retraining of faculty and staff, if necessary, while the program is under suspension
- A plan to inactivate courses and address other operational concerns

### **Provisional recommendation of discontinuance**

A recommendation to discontinue a program will occur when it is no longer in the best interest of the college, its students, and the larger community for it to continue. The recommendation report must include the criteria and evidence used to arrive at the decision.

The Recommendation Report for Program Discontinuance shall also include the following:

- An impact report based on the program analysis data explaining how discontinuing the program will affect students, faculty, staff, and the community.
- A detailed plan and recommended timeline for phasing out the program with the least impact on students, faculty, staff and the community.
- Recommendations for how students currently enrolled in the program may continue their studies, or meet their educational objectives through alternative means.
- A timeline providing adequate time for students currently enrolled in the program to complete the program
- Plans for assisting students to transfer to a college which offers a similar program
- The requirements of collective bargaining for faculty and staff, including application of policies for reduction in force and opportunities for retraining.
- A process to facilitate the reassignment or retraining of faculty and staff; timelines and college support must be developed in conjunction with the local bargaining unit.
- A plan must be developed to inactivate courses and address other operational issues.

### **Stage 5: Expedited Process**

This stage may be expedited by the drafting of a provisional recommendation accompanied by a brief written summary of the findings by the members of the Committee. The recommendation will be forwarded to the VPAA and the Academic Senate President. For revitalization, suspension, or discontinuance, written plans with timelines must be developed, however they may be completed after the provisional recommendation has been forwarded to, and ultimately approved by, the Chancellor and the Board of Trustees.

## **Stage 6: Decisions and Actions**

The findings of the PVR Committee, including written report and plan, will be presented to the Academic Senate as the basis for its recommendation. The Senate will reach a decision after no more than three scheduled meetings. If the recommendation of the Academic Senate does not confirm the recommendation of the Committee, the Senate will provide written justification. If the Senate is unable to reach a decision, the recommendation of the PVR Committee will proceed to the College President.

The recommendation of the Academic Senate, along with related reports, findings and plans, will be forwarded to the College President. If the President does not concur with the recommendation of the Senate, he/she will provide reasons in writing.

If the President recommends that a program continue, no further action is needed. If the President finds that a program should be revitalized, suspended, or discontinued, the recommendation will be referred to the Chancellor, who in turn will make a recommend to the Board of Trustees.

The Board of Trustees shall make the final decision concerning the recommended course of action and will be responsible for responding to community concerns resulting from this decision. The Board is also responsible for upholding the collegial processes used to reach the decision. The College administration will be responsible for implementing the plans and for mitigating the impact on students and employees.

## **Stage 6: Expedited Process**

The recommendation may come to the College President from the VPAA and the President of the Academic Senate for his/her recommendation and transferal to the Chancellor and Board of Trustees for final decision.

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